

SUGGESTED DDCI REMARKS AT SIS MEETING
SCHEDULED FOR 16 OCTOBER 1980

You may recall that I met with many of you here just about a year ago to introduce the Senior Intelligence Service and to invite you to join. All but one of those eligible chose to join, and some of you have since been promoted into the SIS.

Several of the questions raised that day concerned SIS awards.

-- One officer questioned the propriety of giving awards to 50 percent of the group and nothing to the other 50 percent. I believe I answered that by saying that it depended on one's perspective--whether one viewed the glass as half empty or half full. Fortunately or unfortunately, depending on your point of view, Congress and the Office of Personnel Management have solved that issue for us by sharply limiting the percentage and amounts of awards which can be granted.

-- Another officer questioned whether awards ever could be given out fairly, or whether they inevitably would reflect the friendships and personal ties of an "old boy" system. We hope that the award procedures we have developed will allay this concern.

-- Perhaps the most significant question was whether we could establish realistic standards of performance and then be judged by them.

In my view this latter consideration--of setting goals and then measuring how well they are achieved--is the essence of the senior executive program as proposed by the President, passed by the Congress in the Civil Service Reform Act and adopted by the DCI for CIA. We have developed Advance Work Plans (AWPs), Performance Appraisal Reports (PARs), and a system of considering each SIS officer for rank stipends and performance awards. This system provides for input both from individual managers and from panels of SIS officers.

Some people have questioned whether CIA should have adopted the system at all--that it might have been better to wait and see how the SES system worked out in other agencies.

-- I believe that we made the right decision to push ahead and establish our own SIS version of the SES.

-- Frankly I think a majority of you would have been disappointed if we had not established an SIS--if we had passed up the opportunity to provide certain benefits for our senior officers which were being given to our friends and neighbors in most other federal agencies.

-- All or most of you have already benefited from the more liberal annual leave accumulation provisions.

-- Some of you will be the recipients of rank stipends and performance awards.

But beyond any tangible awards, I would hope that you will view the SIS positively as a vehicle for recognizing and encouraging excellence.

-- It has been rightly said that senior officers in CIA are not here for the money, that we are motivated by other factors--patriotism, pride in being a part of this Agency, and the desire to influence the events that shape our lives and those of our children and grandchildren.

-- In introducing the SIS, and in granting these stipends and awards, we are honoring those who have excelled, even by our own tough standards.

Those who do not receive awards will of course be disappointed. But I would hope that you will nonetheless join in supporting this special recognition of at least some of our colleagues. The real winner hopefully will be the Agency, and all of us can join in a feeling of pride for our joint accomplishments.

Now I will turn the program over to Harry to provide an explanation of how the awards procedures will work.